

**The Animal and Plant Health Inspection Service  
Civil Rights Enforcement and Compliance  
Guidelines**

**Equal Employment Opportunity Program**

**Special Emphasis Program Managers**

**National Leadership Committees**

**Advisory Committees**

**Anna P. Grayson  
Director  
(202) 720-6312**

**Njeri K. Mwalimu  
Deputy Director  
(202) 720-7830**

**Steve Shelor  
Assistant Director  
(202) 720-0010**

**June 2006**

**APHIS**  
**Civil Rights Enforcement and Compliance Staff**  
**Roster of National Special Emphasis Program Managers**

<p style="text-align: center;"><b>Terry Henson</b></p> <p><b>African American Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-5555  Terry.A.Henson@aphis.usda.gov</p>	<p style="text-align: center;"><b>Sophia Kirby</b></p> <p><b>*Federal Women’s Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-5366  Sophia.L.Kirby@aphis.usda.gov</p>
<p style="text-align: center;"><b>Gwendolyn Smith</b></p> <p><b>Native American Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-5584  Gwendolyn.a.smith@aphis.usda.gov</p>	<p style="text-align: center;"><b>Linda Weaver</b></p> <p><b>*Disability Employment Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-6336  Linda.M.Weaver@aphis.usda.gov</p>
<p style="text-align: center;"><b>Beatrice Jacobs</b></p> <p><b>Asian American Pacific Islander Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-5595  Beatrice.F.Jacobs@usda.usda.gov</p>	<p style="text-align: center;"><b>Janis Jarvis</b></p> <p><b>*Hispanic Employment Program</b>  USDA-APHIS-CREC  4700 River Road – Unit 92  Riverdale, Maryland 20737  (301) 734-8789  Janis.K.Javis@aphis.usda.gov</p>

**\* Programs mandated by the Equal Employment Opportunity Commission (EEOC)**

## Equal Employment Opportunity Program

Effective October 1, 2003 the Equal Employment Opportunity Commission (EEOC) set forth guidance to federal agencies for establishing and maintaining effective affirmative programs of equal employment opportunity. The governing document for this guidance is Equal Employment Opportunity Management Directive 715 (EEO MD-715).

Management Directive 715 requires:

- Attainment of a model EEO program
- Barrier Identification and Elimination
- Annual Reporting to EEOC

EEOC provides the following 6 essential elements which, when fully integrated, will result in the model program:

- Demonstrated commitment from agency leadership;
- Integration of EEO into the agency's strategic mission;
- Management and program accountability;
- Proactive prevention of unlawful discrimination;
- Efficiency;
- Responsiveness and legal compliance.

The Equal Employment Opportunity Commission requires agencies to conduct a self assessment in order to identify and eliminate barriers. Barrier identification and elimination is the process by which agencies uncover, examine and remove barriers to equal participation at all levels of the workforce. **A barrier is an agency policy, principle or practice that limits or tends to limit employment opportunities for members of a particular sex, race or ethnic background, or based on an individual's disability status.** Barrier removal is vital to achieving the common goal of making the federal government a model employer. The instructions for conducting barrier identification and elimination are provided in EEOC Management Directive 715. Civil Rights Enforcement and Compliance (CREC) prepares and issues guidelines for preparing input to the APHIS EEO Program Status Report which includes a barrier analysis.

## Equal Employment Opportunity Liaison

To ensure that the Equal Employment Opportunity Program Status Report includes input from each designated manager, the Equal Employment Opportunity (EEO) Liaison may be called upon to assist in the completion the EEO Self-Assessment Checklist in the categories of Equal Employment and FEORP Noteworthy Accomplishments, Barrier Identification, and Barrier Elimination.

## Special Emphasis Programs

The primary purpose of the APHIS Special Emphasis Programs is to address the unique concerns of women, minorities, and individuals with disabilities in the employment and program delivery functions. Special Emphasis Programs are an integral part of the APHIS Civil Rights Program. The Under Secretary, Assistant Secretaries, and Agency Heads are responsible for:

- Overall direction, implementation, and administration of the Special Emphasis Programs (SEPs).
- Ensuring that human and financial resources are available for results oriented SEPs.
- Ensuring clear performance requirements establish the role, responsibilities, and participation required of managers and supervisors in support of SEP efforts.
- Commitment to and visible support of SEPs.

**The Deputy Administrator, Regional Directors, and Division Directors may appoint any permanent employee to serve as a collateral duty Special Emphasis Program Manager (SEPM). There is no grade or occupational series requirement for the position. Employees should be appointed without regard to race, gender, age, color, national origin, religion or disability. Collateral duty appointments allow employees to spend up to 20% of their official duty time implementing the goals and objectives of the assigned program. The assignments should be documented as an addendum to the employee's official position description.**

Evaluation of Collateral Duty Performance – The performance of SEPMs must be evaluated as a part of the EOOCR critical element or a separate element may be established. Managers and supervisors should obtain input from CREC for the appraisal of the SEPM performance.

Memorandum of Understanding – Effective October 1, 1994, a memorandum of understanding between the appointee and his/her immediate supervisor should be developed and submitted to CREC during the first 30 days of their appointment.

Length of Appointment – All SEPMs should be appointed to serve a 2-3 year term with an option of extension. CREC should be contacted prior to the extension of any appointment.

Training – The USDA Graduate School conducts formal training for all SEPMs. Please contact the CREC staff for course listings.

## **Roles and Responsibilities**

- To identify and assist in removing discriminatory practices and procedures and other barriers to equal opportunity on all employment and program delivery activities.
- To initiate and conduct programs and other activities to increase the representation of women, minorities, and persons with disabilities where these groups are under-utilized. Programs and other activities include outreach endeavors, a comprehensive public notification system, effective monitoring and evaluation systems, special observance and educational and awareness activities.
- To continually improve hiring, training retention and advancement opportunities for all qualified individuals that would result in a diverse workforce.
- To assist the program in reviewing the APHIS Merit Promotion Plan and determine what additional steps can be taken that will result in the reduction of complaints citing “non-selection” as the issue.  
See website – <http://www.aphis.usda.gov/mb/mrphr/4335dir.html>
- To improve the program composition or workforce profile to reflect the population served.
- To utilize the knowledge, skills and abilities of all qualified individuals to include participation on boards, committees, and task groups, upward mobility programs, special projects, details, temporary promotions, and career enhancing opportunities.
- To provide an effective channel of communication to management, regarding equal employment.
- To focus on customer service and expand the customer base to include all qualified individuals and entities.

## **Goals**

### Federal Women’s Program (FWP)

To improve employment and advancement opportunities for women within the Government sector. To also increase respect for the work of women employees at all grade levels and to work toward the elimination of barriers in the workplace.

### Hispanic Employment Program (HEP)

To ensure equal opportunity for Hispanics who compete in all aspects of Federal employment, e.g. recruitment, training, career enhancement activities and counseling, and promotions.

## Disability Employment Program

To ensure compliance with legal obligations under Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791), 29 CFR 1614.203, and Section 3112 of Title 5 U.S.C., and Title 38 U.S.C. 2014. To promote the recruitment, employment, advancement and retention of people with disabilities, particularly those with severe targeted disabilities, and disabled veterans with special emphasis on outreach activities for disabled veterans with 30 percent or more compensable service connected disability.

## **Leadership Committees**

There are two National Civil Rights Leadership Committees (NCRLC) established within APHIS. These committees have been formed in Plant Protection and Quarantine and Veterinary Services. The NCRLC provides assistance to managers and supervisors in implementing the program's civil rights goals and objectives. The Chairpersons for the NCRLC are responsible for providing leadership, direction and guidance to the regional committees regarding the Departmental and Agency policy and initiatives within the program areas.

## **Advisory Committees**

CREC Specialists will provide technical assistance and some training guidance to all SEPMs on the implementation of duties and responsibilities. The Civil Rights Advisory Committees serve as links between managers and employees. **However, they are not authorized to handle discrimination complaints or related matters. Such complaints are handled through the APHIS ADR Center.**

Civil Rights Advisory Committees have been established for each program area. Each committee has a Chairperson, Charter, and Mission Statement, and functions independently of each other. The major functions of the Advisory Committee are, but are not limited to the following items:

1. Develop an annual work plan that includes goals to accomplish Equal Employment action items and submit the plan to the Deputy Administrator, Regional Director, or Division Director for approval. The SEPMs will work with the EEO Liaison, Civil Rights EEO Advisory Committee and CREC National SEPMs to develop an annual work plan for the Advisory Committee.
2. Develop a Communication Plan to network within the established program and with other Civil Rights Advisory Committees located in headquarters or field and CREC National Special Emphasis Program Managers.

3. Communicate goals and objectives of the assigned program to employees in the region and/or unit.
4. Review Civil Rights data and become familiar with the employment status of minorities, women and people with disabilities within the assigned program.
5. Develop strategies to overcome any identified barriers to the full employment of minorities, women, and people with disabilities with emphasis on the assigned program.
6. Recommend training or programs for the unit or activity that will enhance awareness of the assigned program.
7. Serve as a resource in the workplace and in the community for information on hiring opportunities and outreach sources.
8. Provide technical assistance to committees planning special observances.
9. To assist the program in reviewing the APHIS Merit Promotion Plan and determine what additional steps can be taken that will result in the reduction of complaints citing “non selection” as the issue.

See website – <http://www.aphis.usda.gov/mb/mrphr/4335dir.html>

## EEO Advisory Committee Reporting Requirements

Report Name	Due Date	Responsible Person	Comments
Special Emphasis Program Quarterly Report	December 30 March 30 June 30 September 30	SEPMs	Each SEPM is responsible for reporting the activities that occurred within the quarter that applied specifically to their special emphasis group. Committees may submit a combined report, but the report must clearly specify the accomplishments for each special emphasis group. The committee Chair is responsible for ensuring that reports are forwarded to your assigned technical advisor in CREC. In cases where there is no Chair, the EEO Liaison assumes the responsibility.
Equal Employment Program Noteworthy Accomplishments	December	Advisory Committees (members may be asked to provide assistance)	The Equal Employment Opportunity Commission requires agencies to submit a Civil Rights Self Assessment Program Status Report. EEOC Management Directive - 715 outlines the six essential elements that are to be included in this report. It is the duty of the Committee to assist managers in implementing the goals and objectives of the Program Status Report. Committee members should assist with information gathering for the report, and should provide assistance to the managers in completing the report.



Federal Equal Opportunity Recruitment Program (FEORP) Accomplishments	October - November	Advisory Committees	<p>The U.S. Office of Personnel Management (OPM) provides guidelines on preparing the FEORP Plan, which is a recruiting initiative designed to eliminate under representation of minorities and women in the Federal Service. Federal agencies are required to use FEORP as a resource to develop strategic plans to increase diversity, as well as to develop recruitment and retention programs. Agency heads are encouraged to ensure that the FEORP is clearly understood by selecting officials and all levels of management.</p>
---	--------------------	---------------------	--

## **SEPM Transition Plan**

Each SEPM is responsible for the maintenance of general information pertaining to their special emphasis group. The SEPM is also responsible for proper keeping of workforce profile data, reports, and information received from the CREC staff or the Department. Meeting minutes, trip reports, quarterly accomplishment reports and training documents pertaining to the SEPM responsibilities should also be maintained by the SEPM.

When the SEPMs term has expired the information that has been accumulated shall be transitioned to the incoming SEPM prior to the current SEPMs departure. In addition, the committee chair and responsible manager should make every effort to ensure that the outgoing and incoming SEPMs have 30-60 days of overlap time. This will allow the incoming SEPM an opportunity to become familiar with the ongoing activities for their special emphasis group, participate in at least one meeting (either phone or face to face), and receive and review the material from the outgoing SEPM. The outgoing SEPM shall review their materials (including information that was passed on to them from their predecessor) and discard all outdated and no longer valid information before transitioning the documents to the new SEPM.

The committee chair shall ensure that notification goes out to the workforce regarding the appointment of the new SEPM. The chair shall also ensure that CREC is notified of the new appointment and that the signed MOU is forwarded along with contact information needed to update the networking directory.

If a SEPMs term expires and a replacement SEPM has not been named the departing SEPM shall transition their documents to the Committee Chair. Once the SEPM position has been filled the chair shall transition the information to the incoming SEPM. In the event that the committee does not have a chair the information shall be transitioned to the EEO Liaison, and the liaison will forward the information once the SEPM position has been filled. In the event that there is no Committee Chair or EEO Liaison the departing SEPM should contact the appropriate management official to seek guidance on the transition of the documents.

## **EEO Advisory Committee Training**

The committee chair shall ensure that all newly appointed committee members receive basic SEPM training as soon as possible, preferably within 60-90 days of their appointment. The management official should ensure that funding is available for SEPM training. In the event that funding is not available or workloads do not permit the SEPM to be away from their duty station the chair and management official should seek an alternate means of assisting the SEPM with their committee responsibilities until training can be obtained. SEPM training can be obtained through the USDA Graduate School. For a comprehensive listing of class that are offered, visit the Graduate School website at **[www.grad.usda.gov](http://www.grad.usda.gov)**, or call 1(888) 744-4723

The following courses are recommended for EEO Advisory Committee members.

### ***Managing a Special Emphasis Program*      EEOP8114D-C22**

- **In this course you will learn how to plan, publicize and manage an effective Special Emphasis Program (SEP). This course is targeted to the specific needs of Special Emphasis Program managers.**

### ***Roles and Responsibilities of the EEO Advisory Committee*      EEOP8110D-C22**

- **This course teaches specific skills and approaches to successfully build a strong, effective advisory committee at your organization.**

In addition to the Graduate School training there are a number of special emphasis conferences that are held throughout the year. Conference attendance is recommended but not mandatory. Funding for and attendance at the conferences are at managements discretion. Management is encouraged to work with the committee to develop a budget that will meet the projected training needs of the committee.

## **EEO Advisory Committee Meetings**

EEO Advisory committees should meet on a consistent basis. The frequency and location of the meetings should be outlined in the committee's charter. It is recommended that a committee meeting be held **at least once per quarter**. However, most committees meet monthly or bi-monthly. If the committee members are not co-located it is recommended that a face to face meeting be held once per year, or as needed. A copy of the meeting notification, agenda, and minutes should be forwarded to the CREC staff Technical Assistant that is assigned to your program.

## **EEO Advisory Committee Work plan**

Each EEO Advisory Committee should develop a work plan for their individual program. The work plan should reflect the specific focus of the committee for a specified time frame and allow the committee to assist management in addressing employment related issues within the program area.

Development of the work plan should be a collaborative effort between the EEO Advisory Committee and management, and the final work plan should be signed by management. The work plan should consist of the following:

- Problem/Barrier statements
- Objective
- Action Steps
- Responsible people/person
- Time Frame
- Mechanism to ascertain effectiveness

A sample of a work plan statement is as follows:

**Problem Statement:** *Recruit and outreach efforts need to be coordinated within the Agency to obtain maximum effectiveness and efficiency, where appropriate.*

**Objective:** *Heighten management's awareness of recruitment and outreach deficiencies and provide recommendations to correct the same.*

### ***Action Steps:***

- *Analyze EEO workforce profile data provided by Regional SEPMs on under representation by race, gender, grade level, and occupational series to determine areas of deficiency and provide recommendations to management.*

***Responsible Person: SEPMs, Management***

***Time Frame: Semi-annual***

- *Provide information on recruitment process to selecting officials including special authorities.*

***Responsible Person: Regional Committee***

***Time Frame: February 1, 2006***